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Leadership and Politics for the Next Wave:
Views from the Front Lines…

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Steps ➡️ Goals

PROBLEM

Day 1
Michigan case – Mechling and Takai
Compass incoming views - Mechling
Lunch – Kapur "XB Project Leadership"
Panel: Childs, Nelson, Tripathi
Adaptive Leadership – Heifetz, Granholm
Day 1 summary
Forum: Granholm: High Stakes Strategies

PRIORITIES

Day 2
Negotiation exercise: Mandell
Panel: Knisely, Lazer, Shaheen
Lunch – Kamarck "IT Reforms and
      the Short List"
Policy Plenary - Mechling
Conclusion

XB Reform Success…

- Theory
- Practice
- Application

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Problem: How can we…

- …maximize social value…
- …through IT-related reforms…
- …in public sector, cross-boundary settings (the next wave)…
- …via leadership and politics?
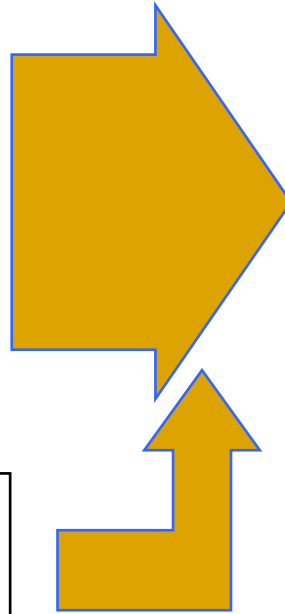
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Maximize social value...

OPTIONS, MEANS

1. Technology
2. Organization
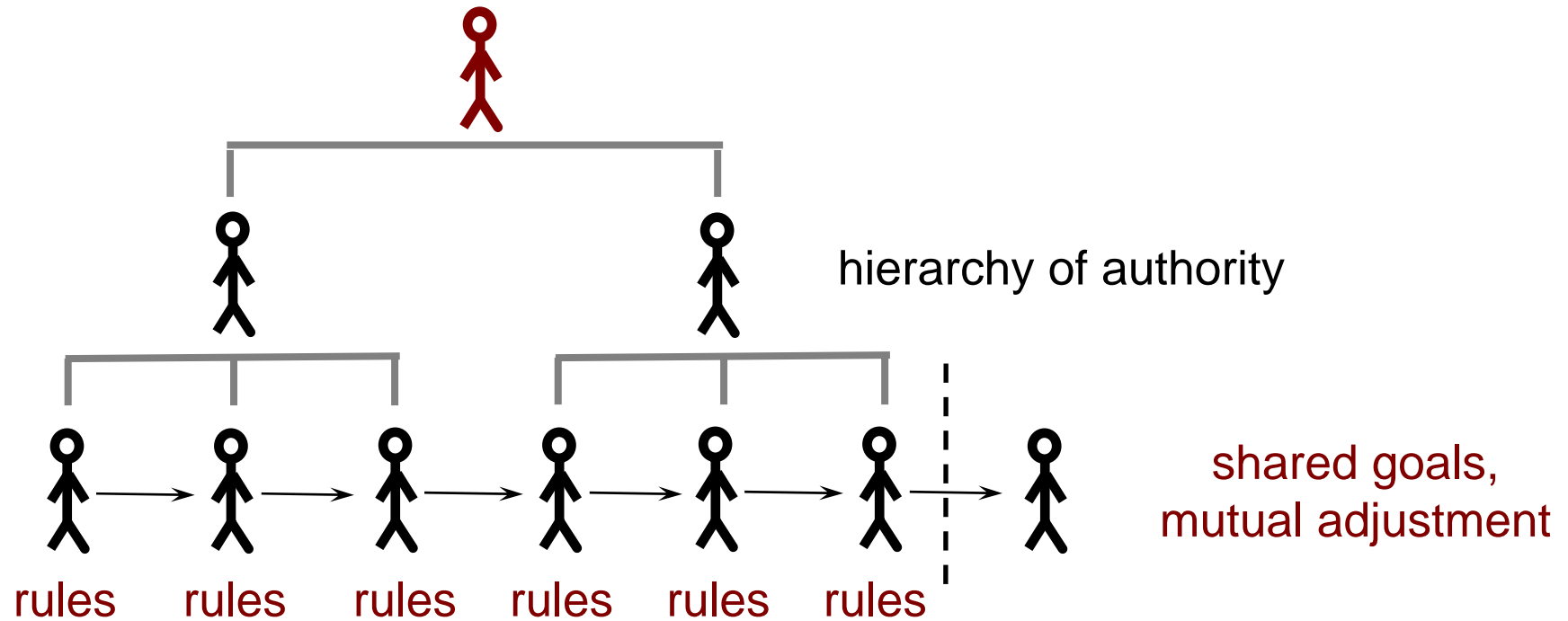3. Leadership
4. *Etc.*

+

Other Variables

VALUES, ENDS

1. Efficiency
2. Equity
3. Legitimacy
4. *Etc.*

1. **Values:** What do we care about? Risk vs. Return?
2. **Options:** What can we do?
3. **Relationships:** What is known, unknown?
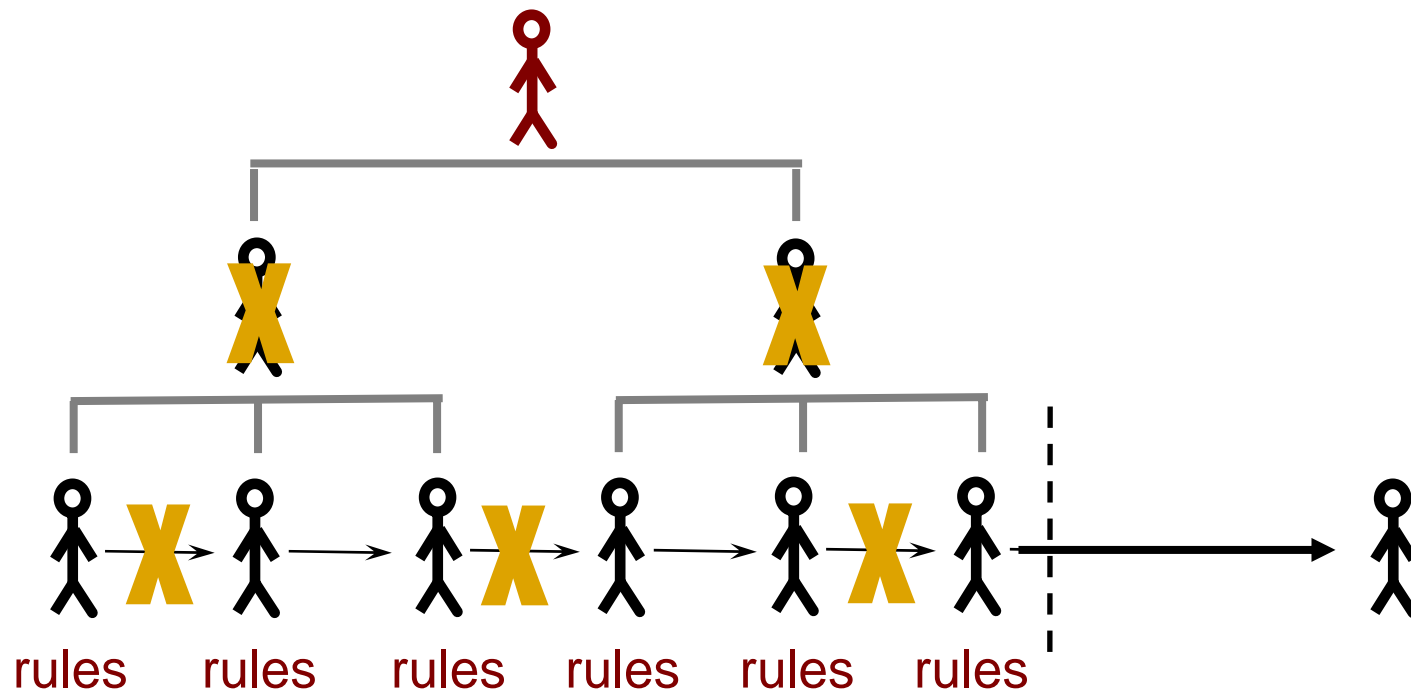4. **Decisions:** For action? For further study?

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…through IT-related reforms…

hierarchy of authority

shared goals,
mutual adjustment

rules   rules   rules   rules   rules   rules

• **value** via work, specialization, coordination: productive, fair, legitimate?

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…through IT-related reforms…

rules   rules   rules   rules   rules   rules

1. Remote, asynchronous service
2. Self-service, redesigned processes

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THE PROBLEM

…through IT-related reforms…

Supplier/partner   New org

rules   rules   rules   rules   rules   rules
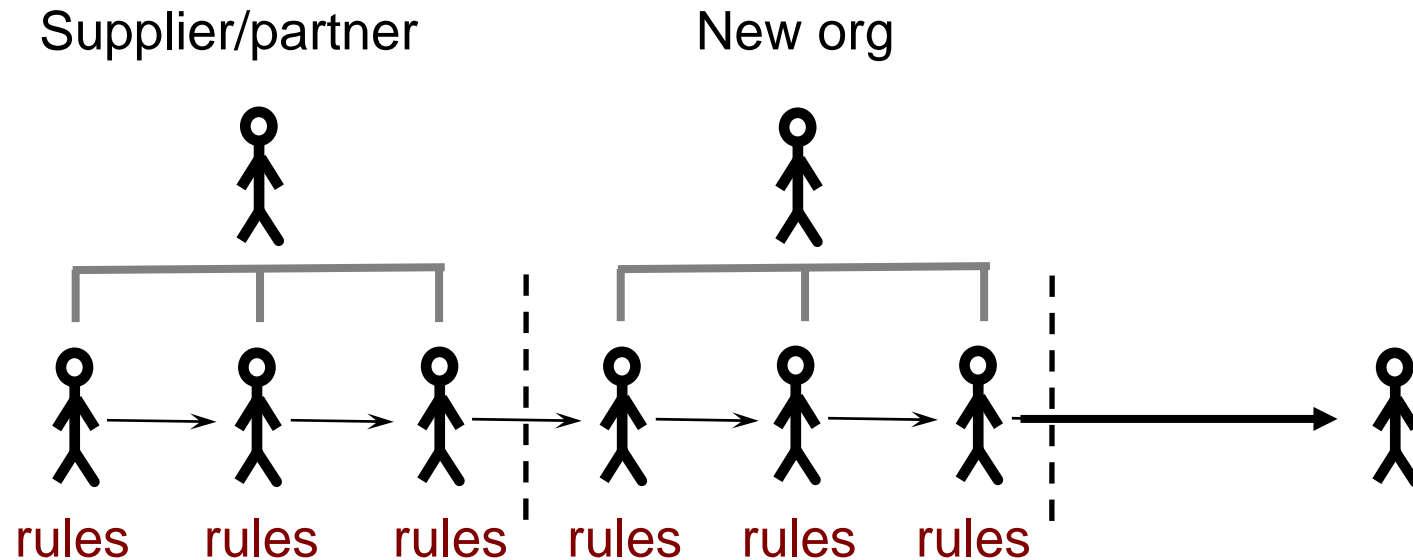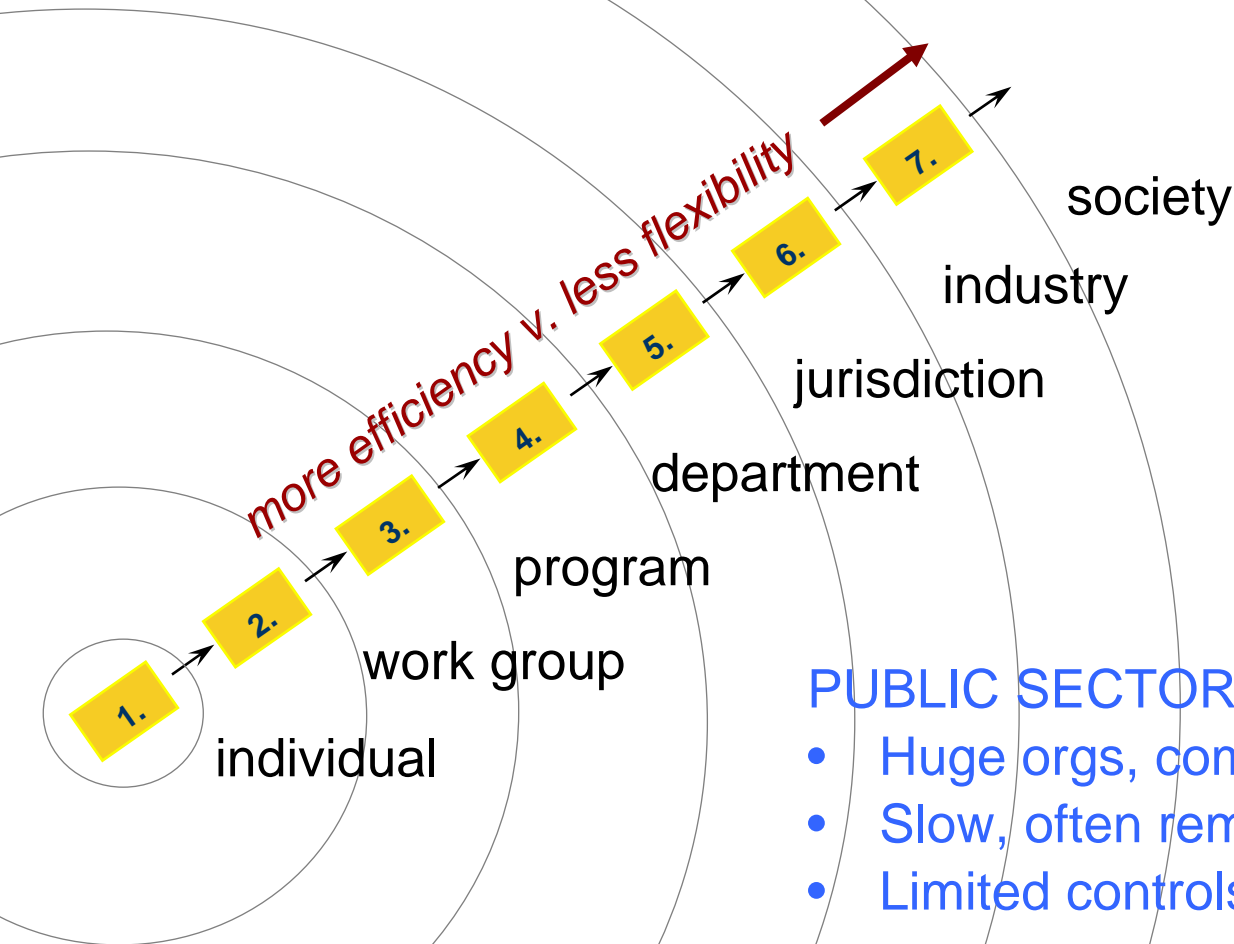
1. Remote, asynchronous service
2. Self-service, redesigned service
3. Transparent, outsourced service; redesigned orgs

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…in public sector cross-boundary settings…

1.

2.

3.

4.

5.

6.

7.

more efficiency v. less flexibility

individual

work group

program

department

jurisdiction

industry

society

PUBLIC SECTOR PROBLEMS…
- Huge orgs, communities
- Slow, often remote feedback
- Limited controls

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…(the next wave)…

? ? ?

Redesigned
society

REDESIGN
cross-boundary
transformation

penetration and benefits

ACCESS
online,
not in line

time and effort
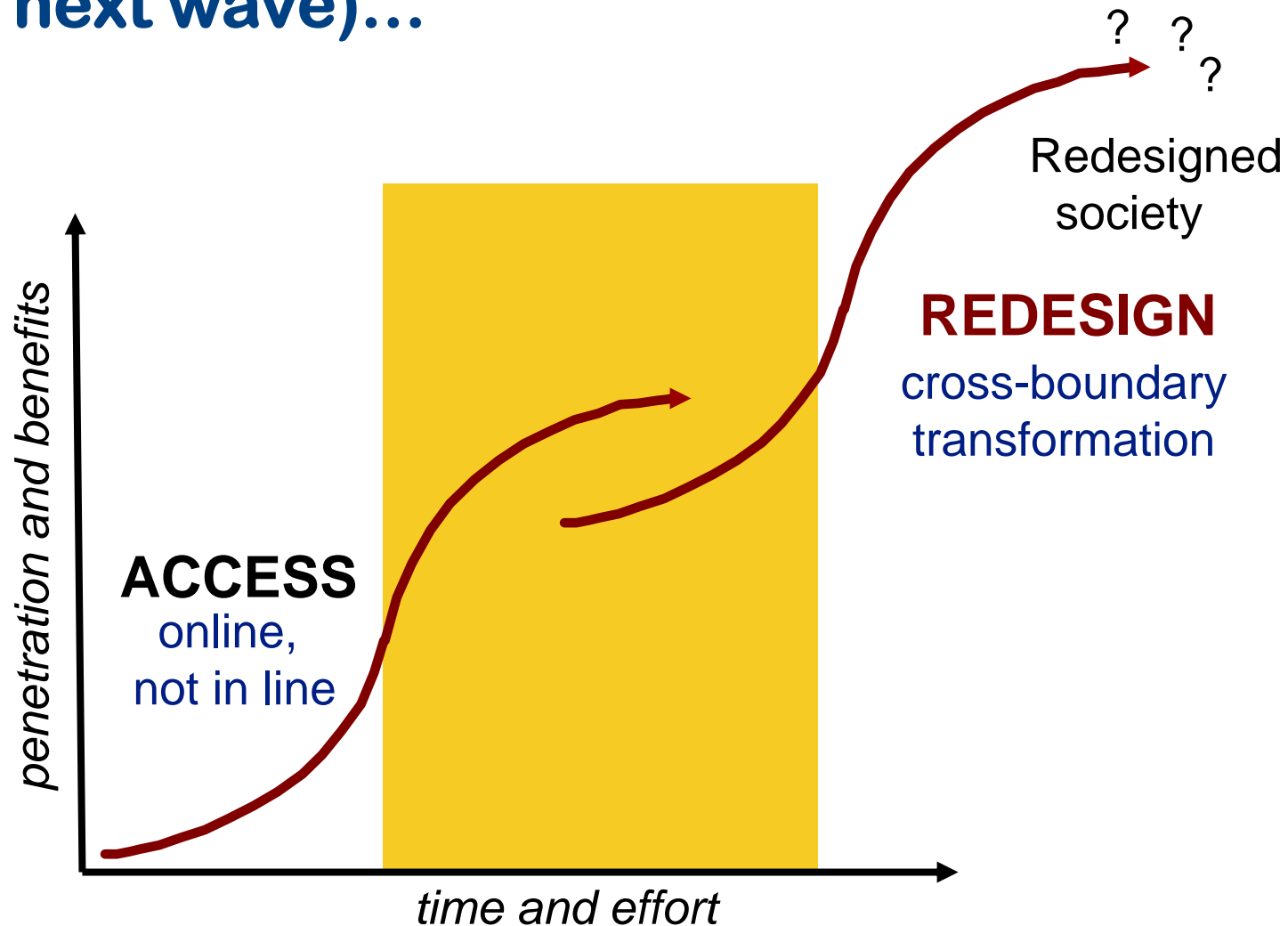
…*with new, more challenging governance problems.*

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… via leadership and politics.

- **Leadership**: To make the group successful; through
  - innovation, more than control
  - negotiations, more than commands
  - smart risks, rather than no risks
  - results, more than process
- **Politics**: To maintain power and legitimacy
  - often facing dispersed benefits and concentrated costs
  - requiring uncertain decisions in the public interest
  - calling for transparency, not secrecy

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Incoming cross-boundary examples…

- ***Bird flu pandemic:*** How will health agencies across the world collaborate to track and prevent its spread?
- ***Shared ASP services:*** Larger governments creating economies and sharing per unit savings with smaller ones; in this case, Oakland County, Michigan, shares 'thin client' apps with 45 county municipalities
- ***EBT for Food Stamps.*** economies of the banking ATM network through collaboration among the FNS, states and counties levels, and private industry
- ***Digital archival standards.*** Seeking to ensure long-term access to state digital information through collaboration among CIOs, State Librarians, State Archivists, and Agency Records Managers
- ***"Negroponte's Ear" -*** information gathering, analysis, and presentation by the entire intelligence community at the Negroponte level, consistent with privacy concerns and able to prevent attacks w/o starting a war that breeds more terrorists than it captures
- ***Medical Data Exchange Model:*** for all entities that use medical data - doctors, hospitals, insurance provider, government
- ***Unified online gateway to U.S. government services:*** the public will be able to access and search for government information and services from a single entry point, using a single, authenticated sign-in process
- ***Service New Brunswick:*** Single window one-stop service for all channels – face-to-face, telephone, and Internet
- ***Government Open Code Collaborative (GOCC.gov):*** Cooperation to share code between government and non-profit academic institutions

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Leadership/politics for cross-boundary reforms…

Now	→ Move →	Goal
Unfreeze		Refreeze
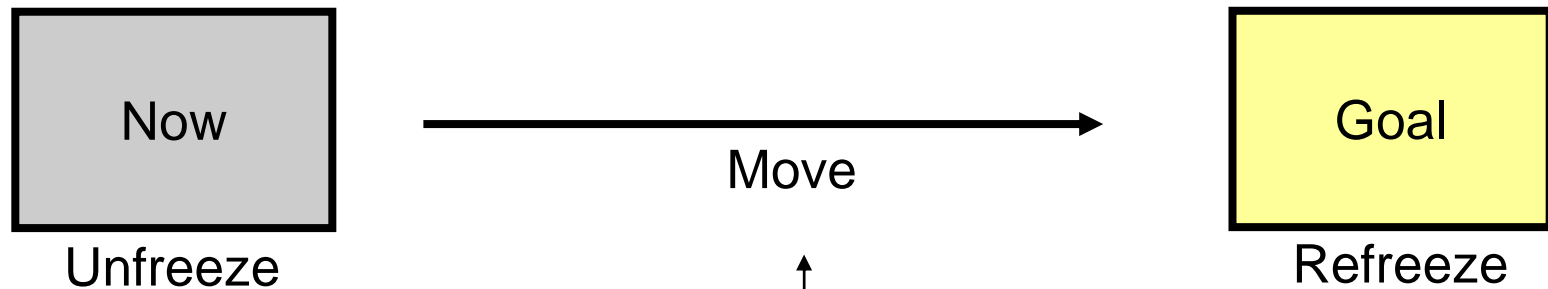
High failure rates… Often by defining the wrong problem…

Goals problems…
- Assessing full value
- Assessing full risk
- Looking in the wrong place

Implementation problems…
- Coalition building
- Speed
- Refreezing: stds, $, staff

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Evaluating options for improvement…

Elements of Leadership and Political Management	INV	VAL	??	XX
Cross-boundary search: Engage community in problem-solving	7	**4**		
Net-enabled reforms: Use remote, self, and outsourced services	4			
Political context: Explore supporters, opponents, and undecideds	4			
Barriers to change: Plan to overcome confusion and conflict	6			
Preparation for speed: Assess means for quick implementation	9			
Stds. and infrastructure: Harvest scope and scale economies	1	**1**		
Communication and vision: Develop **and share** the vision	2	**2**		
Negotiation: Distribute benefits to build coalitions strategically	3	**3**		
Swift implementation: Drive to a defensible deliverable	8			
Formalization: Formalize in the right way at the right time	10			

Goals

Implementation

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What about feasibility? . . .

1. X-boundary search
2. Net-enabled reforms
3. Political context
4. Barriers to change
5. Preparation for speed
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6. Stds & infrastructure
7. Communications
8. Negotiation
9. Swift implementation
10. Formalization

confusion (vertical axis)

conflict (horizontal axis)

Plotted points: 5, 10, 7, 1, 2, 8, 3, 4, 9, 6
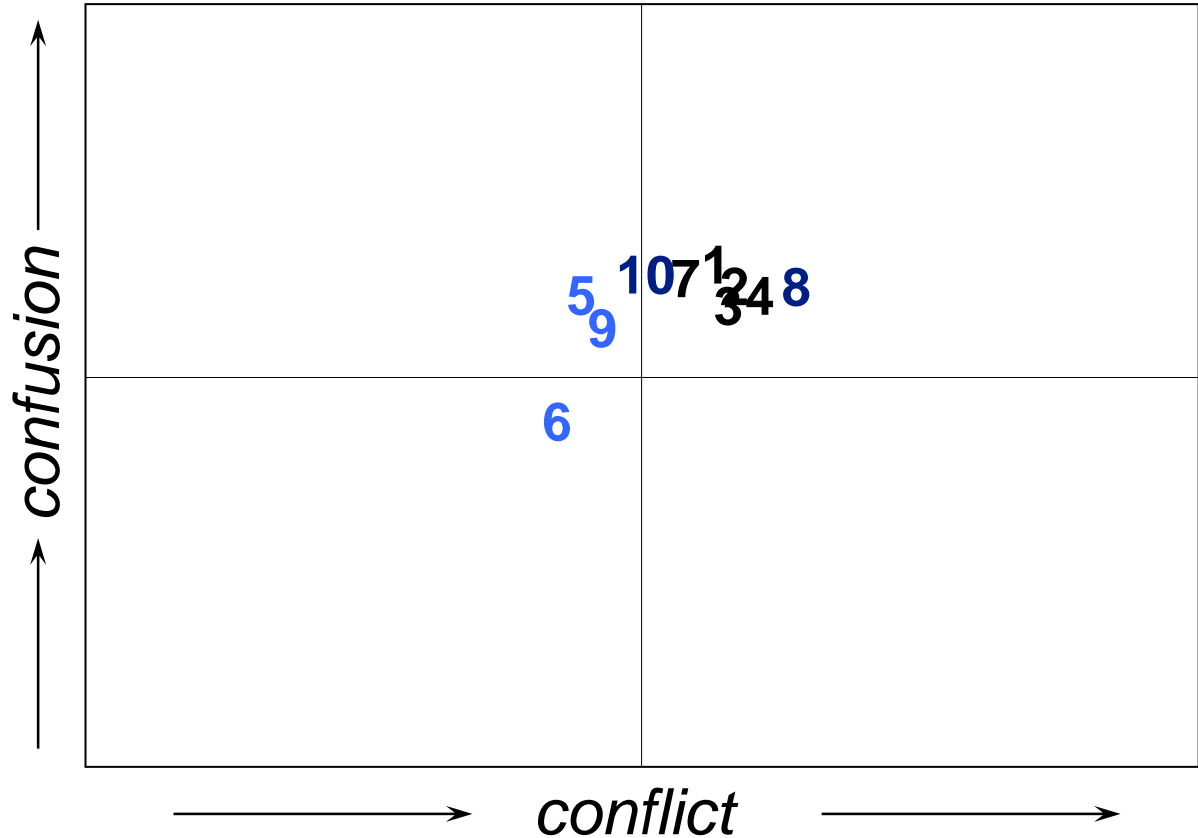
Leverage from standards and speed!!!

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Parting thoughts… where next?

Score with the core four, paying careful attention to external conditions and the politics of change. Work on:

1. search, and engage the community in problem-solving
2. standards, to harvest readily available economies
3. communications, to both develop and share the vision
4. negotiation, a critical skill for cross-boundary success

And don't forget: a key choice is when to formalize new cross-boundary relationships.

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Thanks,
and
Good Luck!!!